



Island Pacific School Strategic Plan 2024

Mission

Island Pacific School is an independent middle school that equips and inspires students to cultivate their humanity at this pivotal point in their lives. We are an inclusive educational community that fosters intellectual engagement, global citizenship, leadership and self-confidence.

Values

Wisdom

We are committed to having intelligent conversations that seek a better understanding of the problems at hand.

Courage

We accept new challenges willingly and with a spirit of anticipated success, and encourage others to do the same. We defend our convictions, but are equally ready to change our mind when given a better argument.

Integrity

We hold ourselves accountable for both what we do and what we fail to do, out of a commitment to respecting ourselves and others.

Relationships

We are committed to knowing one another, in order to build rich and long-lasting relationships.

Why Island Pacific School?

1. Small class sizes ensure close teacher-student relationships, grounded in trust and respect.
2. Proactive and frequent communication with parents.

3. Teachers are less burdened with bureaucracy, which allows them to focus on more flexible learning experiences.
4. Bowen Island is a beautiful, safe environment, and allows for many rich and varied opportunities to extend learning outdoors.
5. We are an IB World School delivering the globally recognized Middle Years Programme.
6. Our bespoke curriculum includes the formal study of practical and moral reasoning, two skills vital for successfully navigating the challenges of our increasingly complex world.
7. Grade 9 students complete a compulsory Masterworks, a self-selected, self-directed, publicly presented and publicly defended year-long project. Completing a Masterworks is a significant personal and academic achievement for our students.

Guiding Beliefs

1. We focus on middle-school kids because they are at a time of profound change and development in their lives. This period is characterized by rapid growth in several key areas: cognitive, social-emotional, and physical development, each playing a distinct role in shaping a young individual's journey towards adulthood. This period marks a crucial transition where we can either lose students or set them up for the rest of their lives. Our emphasis is on 'cultivating their humanity,' ensuring that everything we do contributes to their acquisition of knowledge, skills, and dispositions, enabling them to express the very best of what it is to be human.
2. Education encompasses both intellectual inquiry (we call this our "first curriculum") and the development of character (our "second curriculum").
3. Teaching is, in part, a matter of initiating students into the great conversations of human inquiry.
4. Middle-school kids are capable of taking responsibility for themselves and need real opportunities to develop their character.
5. Small-by-design allows us to have powerful relationships with our students and their families and to create experiences that would not be possible in a larger school.
6. Retaining high-quality teaching staff is critical.
7. We see technology as a means for amplifying our human capacities and we invest in providing and using technologies for teaching, learning and operating the school.
8. Our students, alumni, and their families are the heart of our community and our most authentic and powerful ambassadors. Investing in their ability to share their

experiences and stories is not just an investment in our school's future, but a testament to the enduring impact and value of the education we provide.

9. We do not want cost to be a barrier to attendance. Our school is made stronger by offering greater accessibility through student bursaries.
10. Healthy enrollment and stable financials are priorities, as they allow us to invest in our staff, programming, and tools that support our future.

Stakeholder Promises

To Students, we promise to...

- equip and inspire you to contribute positively to our world.
- care about you; to see and know you as a unique person.
- surprise and challenge you.

To parents, we promise to...

- keep your children emotionally and physically safe.
- give your children an education that challenges and surprises them to become the very best of who they are.
- keep you engaged as a partner in your children's experience at the school.

To our staff, we promise to...

- give you room to exercise your professional autonomy and creativity.
- give you a hand when you stumble and give you a gentle push to reach your potential.
- support you as a person and guide your development as a teacher.

To our Alumni, we promise to...

- maintain a vibrant alumni network for you to connect to.
- uphold the distinctive IPS approach that prepared you for high school and beyond.

To our Bowen Island Community, we promise to...

- contribute to Bowen Island being a remarkable place to live, learn and play.

To our governing bodies, we promise to...

- manage and operate Island Pacific School in a way that delivers on our strategic plan.
- go beyond mere compliance and proactively engage and collaborate with our governing bodies in ways that not only elevates our school but also contributes to the broader advancement of educational practices.

To the educational community at large, we promise to...

- act professionally and share what we learn about teaching, learning and running a small independent middle school.

Goals for our next chapter

Increasing Our Value Proposition as Middle School Experts

We will increase our value proposition by reaching beyond our core grade 6 to 9 programme to offer guidance and resources to families and students before and after their journey with us.

Early engagement with pre-grade 6 families is designed to prepare both students and their families for a smooth and informed transition into the pivotal middle years in general and, ideally, IPS in particular. For students graduating from IPS we offer high school counseling (mirroring university counseling) aiding in both high school placement and the transition to off-island schools. By embracing this extended approach to our student support we believe we can recruit more students and reduce attrition.

Objectives:

- **2024/25:** Build and test prototype pre-grade 6 support programme with first element delivered in October '24.
- **2025/26:** Iterate pre-grade 6 programme. Build and test prototype post-grade 9 support programme.
- **2026/27:** Full extended support program running. IPS clearly valued by families and our professional community for our extended support programmes.

Embracing our changing future

With artificial intelligence (AI), climate change, and other trends, the world is changing quickly. The values the school upholds are timeless, but there are other aspects of how and what we teach where we must be prepared to adapt in order to better prepare our students for the future.

Objectives:

- **2024/25:** Establish an advisory committee, made up of students, parents/guardians, staff, and members of the community.

- **2025/26:** Build consensus amongst our school community around what aspects of the future most require us to adapt, with an approach grounded in our values of wisdom, courage, integrity and relationships. Develop principles for how we review our curriculum and approaches to learning in light of this.
- **2026/27:** Complete an initial review of the curriculum using the principles and approach developed earlier, and make recommendations to the Head of School and (where appropriate) the Board.
- **[Ongoing, every 3 years]:** Review past curriculum changes as well as emerging issues to identify any new recommendations needed.

Supporting Co-curricular Passions

We aim to provide our students with a wealth of learning opportunities beyond the standard curriculum, including an array of activities like sports, music, field trips, theatrical productions, and various clubs. Despite being a smaller institution with resource constraints, we understand the significant benefits these activities offer. Participation not only enhances mental health and academic performance but also fosters essential skills and competencies valuable throughout adulthood. Additionally, for students engaged in specialized programs like elite sports or performing arts, we are committed to offering tailored support. This includes working closely with families to create modified schedules and providing online learning resources, ensuring every student's unique needs and ambitions are met.

Objectives:

- **2024/25:** Engage students, parents in deciding how we meet the need for co-curricular activities (especially athletics) within our constraints.
- **2024/25:** Co-build with parents and students at least one pilot new co-curricular option implemented.
- **2025/26:** At least one permanent new co-curricular option implemented. We will explore the possibility of additional offerings at this time.

Building Healthy Financials

A strong financial base is a critical tool for achieving the school's mission, and allows the school to attract, develop and retain great teachers, provide excellent programming for students, and reduce financial barriers to attendance via our bursary program.

Objectives:

- **2027:** Pay off debt from construction of the Colin Ruloff Community Field House.
- **2029:** Establish a “Rainy Day Reserve” dedicated to support budget shortfalls, in order to fund programming and maintain educational integrity without impacting the financial integrity of IPS.
- **2030:** Pay off 20% of the school building mortgage, to reduce interest expenses.
- **Ongoing / Annually:** A responsible, efficient operating budget that uses money efficiently and effectively for the school’s top priorities

Investing in Staff

Attracting, developing, and retaining excellent staff is critical to the success of the school and to the experience of our students. We also know that — given we are on an island — housing is a particular challenge for teachers.

Objectives:

- **2024/2025:** Investigate potential offerings to address teacher housing affordability.
- **2025/2026:** Implement at least one significant new teacher development program / opportunity.
- **2025/2026:** Review overall compensation competitiveness vs SD 45 and other BC independent schools, and identify any major gaps and potential paths to close
- **[Ongoing, every 3 years]:** Review teacher compensation competitiveness.